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SUBJECT: Informal Comments on "The Career Program of the Office
of Research and Reports"

1. If all ORR managers and supervisors were imbued with the basic philosophy expressed in this paper on the career program, there would be no need for further regulations and stereotyped charts and forms. However, although this paper could be adopted, in somewhat modified form, as a sound approach to the career program, it is considered that a more pragmatic program would have to be adopted if successful implementation were to be ensured.

2. Reference: page 1, line 3.

Although there have been gradual improvements in ORR management and supervision, "enlightened" management and supervision is still an un-realized goal. It is the absence of "enlightenment" that necessitates a more pragmatic approach to the career program.

3. Reference: page 2, paragraph 2.

No set of regulations by themselves can accomplish the desired objectives of the career program; however, a set of regulations together with the cultivation of the proper attitude and concern on the part of each

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4. Reference: paragraph 4 and 5.

These paragraphs are excellent in that they present a sound and admirable approach to the career program problem, but they do not delineate a specific career program and that in essence is the only criticism of the paper. The problem has been defined, a wise and sound approach to the problem has been presented, but the actual problem (if I understand it correctly), which is the establishment of a precise career program, has not been solved. The manager and supervisor have been told what to consider, the light in which it should be considered, but the "how" is left to their discretion. If ORR managers and supervisors were sufficiently competent in handling these important and delicate human relationships, then the "how" could be left to their discretion; but in viewing the situation realistically, it is evident that specific guide posts are essential to managers and supervisors since they possess certain limitations that render them somewhat less than effective and fair in the handling of the complex human relationships that are involved in any career program. Succinctly, it might be stated that this altruistic approach needs a pragmatic injection to "plant its feet firmly on the ground.", in other words a specific implementation plan.

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